

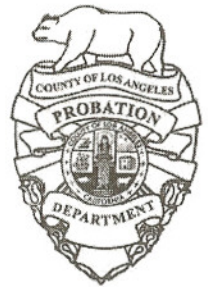


**ROBERT B. TAYLOR**  
Chief Probation Officer

## COUNTY OF LOS ANGELES PROBATION DEPARTMENT


9150 EAST IMPERIAL HIGHWAY — DOWNEY, CALIFORNIA 90242

(562) 940-2501



July 31, 2009

To: Supervisor Don Knabe, Chairman  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Michael D. Antonovich

From:   
Robert B. Taylor  
Chief Probation Officer  
Chair, Comprehensive Educational Reform Committee

Dr. Darline P. Robles  
Superintendent, Los Angeles County Office of Education 

Subject: **COMPREHENSIVE EDUCATIONAL REFORM IMPLEMENTATION IN  
JUVENILE HALLS AND CAMPS – SECOND QUARTERLY REPORT**

On October 14, 2008, on motion of Supervisor Knabe, as amended by Supervisor Antonovich, the Board unanimously:

- 1) Approved the Comprehensive Educational Reform Committee's 35 recommendations to reform education in the juvenile justice system;
- 2) Directed the Committee, in coordination with the Chief Executive Officer (CEO), to finalize an implementation schedule to move forward with all 35 recommendations, identify any additional funding or legislative needs;
- 3) Directed the Committee, in coordination with the CEO, to report back to the Board within 60 days, with subsequent progress reports due on a quarterly basis thereafter; and
- 4) Instructed the Acting Auditor-Controller to work jointly with the Superintendent of Schools to provide a report to be included with the implementation plan due in 60 days on:

- How existing dollars are being utilized, including all staff and other overhead costs, and how that compares to other Juvenile Court Schools in the State, including Orange and Ventura counties; and
- The difference in dollars, between the current funding model and the change to a residential service delivery model and how the new model would impact the implementation of the 35 recommendations.

### **BACKGROUND**

Our January 29, 2009 report provided the above requested information. This second quarterly progress report covers April through June 2009 activity, and consists of 1) a summary of the current implementation status of the 35 recommendations, and 2) an update on legislative-related efforts. The Auditor-Controller is finalizing a report on the review of LACOE Juvenile Court Schools funding and submitting it to your Board the first week in August.

### **I. IMPLEMENTATION STATUS OF RECOMMENDATIONS**

As indicated in the attached chart, of the 35 recommendations:

- 6 (17%) have been fully implemented;
- 24 (69%) are in progress or are partially implemented, of which 7 are scheduled for completion in the next reporting quarter; and
- 5 (14%) have not yet been implemented.

Key stakeholders continue to be very enthusiastic about and supportive of implementation of the 35 recommendations at three levels:

- **Comprehensive Educational Reform Committee:** The Committee continues to meet monthly to provide overall guidance and feedback on implementation strategies and plans.
- **Probation-LACOE Work Groups:** Several ad hoc groups are working on JCS assessments and curriculum, career technical/vocational education, camp-to-community transition, dependent charter school planning, parent education, and electronic data exchange.
- **Academic Advisory Committee:** An expert panel of eight local academic advisors that have expertise and experience in delinquency, dependency, mental health, and other children and family issues has been established to review the MOU report card and to identify/address strategic implications of the results with Probation and LACOE management. The panel held its first couple of meetings on April 8<sup>th</sup> and July 1<sup>st</sup> and plans to continue meeting quarterly. The next meeting is August 10<sup>th</sup>.



The Probation Department is conducting an open competitive examination to recruit an individual to serve as the Department's Director of School Services. Eleven candidates have been interviewed; The Chief Probation Officer will be interviewing finalists for the position in mid-August. Filling this position will assist the Department in collaborating with LACOE and six other key school districts to implement the comprehensive education reform implementation recommendations.

In addition, as indicated above, representatives from LACOE and the Probation Department, the key agencies in this endeavor, have formed or are in the process of forming the following ad hoc working groups to address the implementation of many of the recommendations as fiscally and operationally feasible to:

**1) Develop the Probation-LACOE MOU report card.**

**General Status:** This work group has completed development of the MOU report card performance indicators and standards. Probation and LACOE issued the first report card to your Board and the LACOE Board on July 13, 2009.

**2) Restructure JCS curriculum.**

**General Status:** LACOE teachers and administrators have completed restructuring its JCS camp schools into a 9/10 curriculum for students with less than 110 credits (220 needed for graduation) and 11/12 curriculum for students with more than 110 credits. LACOE is piloting the 9/10 curriculum at Camp Mendenhall and the 11/12 curriculum at Camp Gonzales.

**3) Improve multidisciplinary team assessments.**

**General Status:** Probation, LACOE, Los Angeles Unified School District (LAUSD), and Department of Mental Health (DMH) conducted a three-month pilot of the camp-to-community transition MDT and case planning protocol at Camp Holton. Representatives of the four agencies met with the Presiding Judge at the Kenyon Juvenile Justice Center to debrief the pilot project and document "lessons learned." The Presiding Judge presented the results to Juvenile Court delinquency judges on June 25<sup>th</sup> and to the Comprehensive Education Reform Committee on July 16<sup>th</sup>. To date, The Resources Company has trained three groups on the new transition MDT protocol: Challenger staff from Probation, DMH and LACOE (July 2<sup>nd</sup>); LACOE's Title I Transition Counselors (July 20<sup>th</sup>); and LAUSD's Camp Returnee Program staff (July 22<sup>nd</sup>).

Probation, DMH, LACOE, and Juvenile Court Health Services (JCHS) are preparing to pilot the new camp assessment/case planning protocol at the Camp Assessment Unit and Camps Holton and Onizuka by August 2009.

The above multidisciplinary assessments and case planning protocols will be implemented as part of the new camp stays protocol that is tentatively



scheduled to become effective around October 1<sup>st</sup>.

**4) Implement a Career Technical Education (CTE) program at multiple camps.**

**General Status:** Representatives from this work group visited 9 juvenile camps to tour prospective space for implementing the Paxton/Patterson construction trades curriculum. The work group has recommended 4 to 5 camps: Camps Onizuka (or Smith) and Routh as the first two camps; Camps Afflerbaugh and Scott as the second two camps, and Camp Miller as an alternative. The work group is preparing a Board letter to request the release of available funding to implement the CTE program.

**5) Develop parent education programs for parents of detained youth as well as detained youth that are parents – programs that are modeled and coordinated with existing LACOE parent education programs.**

**General Status:** This work group has outlined the proposed content for both parent education programs. Probation, LACOE, and other stakeholders have completed developing a pilot module on special education and are currently "field testing" it with parent groups at Barry J. Nidorf Juvenile Hall. Funding for production of hard-copy materials and DVDs of the other 17 parent education modules is included in the \$2.1 million currently in the FY 2009-10 Provisional Financing Uses Budget for Probation for education reform.

**6) Determine ways to improve electronic data exchange of school records and performance data between LACOE and Probation.**

**General Status:** This work group has held one organizational meeting. Further work is awaiting full implementation of the Probation Case Management System which began April 6, the LACOE Student Information System (SIS), which is scheduled for implementation by October 2009, and the California Longitudinal Pupil Achievement Data System (CALPADS), which is scheduled for implementation in March 2010.

**7) Develop a dependent charter school design for Camps Scott and Scudder.**

**General Status:** This work group has identified and documented curriculum, scheduling, and other reform issues, including what a dependent charter school could look like at Camps Scott/Scudder, its mission and key implementation issues. Further planning is awaiting resolution of issues among LACOE, the Los Angeles County Education Association (LACEA), and the California Teachers Association (CTA).

## **II. LEGISLATIVE EFFORTS**

LACOE's Governmental Relations Division is working to introduce legislation to change the current JCS funding model which is based on average daily attendance, to a residential service delivery model. Senate Bill (SB) 698, Juvenile Court Schools: Funding, as introduced by Senator Negrete McLeod, and as amended on April 2<sup>nd</sup>, would change the allocation formula for juvenile court schools from an average daily attendance model to an average daily enrollment model. Unfortunately, SB 698 has proceeded to the Senate Appropriations Committee and is under submission. Pursuant to legislative rules, this legislative bill will not be acted upon until 2010.

Please contact us if you have any questions or if additional information is necessary, or your staff may contact Jitahadi Imara, Deputy Director, Juvenile Institutions Services, Probation, at (562) 940-2560, or Gerald Riley, Assistant Superintendent for Educational Programs, LACOE, at (562) 803-8301.

RBT:dn

Attachment

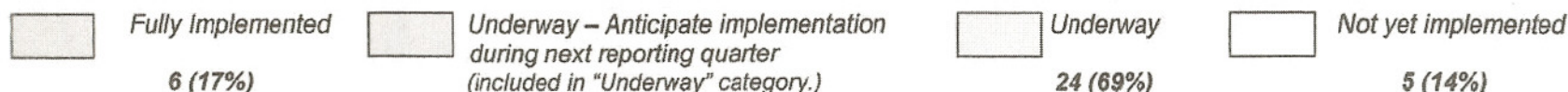
c: Honorable Michael Nash, Presiding Judge, Juvenile Court  
Sachi A. Hamai, Executive Officer, Board of Supervisors  
William T Fujioka, Chief Executive Officer  
Robert Kalunian, Acting County Counsel  
Wendy L. Watanabe, Auditor-Controller  
Angie Papadakis, President, Los Angeles County Board of Education  
Clay Hollopeter, President, Probation Commission  
Margaret Todd, County Librarian  
Dr. Marvin J. Southard, Director, Department of Mental Health  
Dr. Sharon Watson, Executive Director, Children's Council of Los Angeles  
Jose Huizar, Chair, Los Angeles County Education Coordinating Council  
Trish Ploehn, Director, Department of Children and Family Services  
Judy Hammond, Public Information Officer, Chief Executive Office  
Comprehensive Educational Reform Committee  
Children's, Education, and Justice Deputies



## ATTACHMENT

**LOS ANGELES COUNTY PROBATION DEPARTMENT & LOS ANGELES COUNTY OFFICE OF EDUCATION  
STATUS OF COMPREHENSIVE EDUCATIONAL REFORM RECOMMENDATIONS**

No.	Report Section/Recommendation	Responsibility	Status and Target Date
<b>I. Educational Responsibilities</b>			
1	Recruit and hire a Director of School Services to serve as a senior staff advisor to the Chief Probation Officer on education matters and to serve as the Department's chief liaison in working with LACOE management and staff in implementing comprehensive educational reform in the juvenile halls and camps.	Probation	Chief Probation Officer interviewing finalists in mid-August 2009
2	Implement the use of multi-disciplinary teams to conduct comprehensive assessments of youth with the participation of the Juvenile Court; parents, other caregivers, or surrogates; educational service providers; and Probation.	Probation/ JCHS/DMH/ LACOE	MDT protocols being developed by Sep. 2009
3	Ensure parent or caregiver involvement throughout the process of a youth's adjudication, school enrollment, assessment, detainment, and release, because such involvement is critical in ensuring the healthy development of youth. Develop strategies to increase parent involvement, and educate and train parents about the juvenile system, educational rights, and processes. Provide parents or surrogates with the necessary support, tools, and training, regarding (a) the judicial process, the legal and educational rights of their child and (b) involvement in assessment, case planning, and transitional planning to better enable them to carry out their responsibilities.	Probation/ LACOE/CPC/ Library/DCFS/ CBOs	Parent education training materials being developed; pilot module by June 2009, others by June 2010
4	Work with judicial officers and educational service providers to ensure timely determinations of the holders of educational rights.	Probation	21 Junior Women's volunteers trained to be holders
5	Work with judicial officers to identify and assign qualified and appropriate surrogates or educational representatives, when necessary, to serve in place of the absent parent as advocates for youth in juvenile halls and camps.	Probation	Underway Oct. 2009
6	Train probation officers to serve as advocates for youth throughout their detainment and as they transition back to the community.	Probation	Pending parent education materials June 2010
7	Develop, implement, and continuously improve performance measurement systems to establish accountability for all participants in the educational system for youth in juvenile halls and camps. Establish a Research Advisory Committee that includes representatives from LACOE and Probation to advise both departments on improving the educational performance measurement system over time.	Probation/ LACOE/ Acad. Adv. Committee	Academic Advisory Committee began 4/8; reviewed 1 <sup>st</sup> MOU report card on 7/1 (ongoing)





No.	Report Section/Recommendation	Responsibility	Status and Target Date
<b>II. Educational Assessment and Case Planning</b>			
8	Work with the Juvenile Court to ensure timely and comprehensive assessments of the criminogenic, educational, health, and mental health needs of youth in juvenile halls and camps as well as strength-based assessments of their interests and abilities. Utilize the educational checklists in the Bench Book for Education Issues in Dependency and Delinquency Courts to help do so. Revise the content of initial court reports on youth in juvenile camps to focus on assessment results and the integrated case plans, so that judicial officers have specific needs and objectives on which to base their camp orders.	Probation/ LACOE	Camp assessment MDT / case planning protocols being developed Sep. 2009
9	Provide additional educational psychologists (either employees and/or contractors) for the Camp Assessment Unit to conduct psychoeducational assessments of youth with suspected special education needs in a very timely manner.	LACOE	TBD based on budget situation
10	Work with the Juvenile Court to ensure timely development of an integrated case plan – including an individual learning plan for educational services – that is customized to address each student's needs and responsivity issues. Revise the content of final court reports on youth in juvenile camps to focus on aftercare case plans and transition back to the community, so that judicial officers have specific needs and objectives on which to base the camp-to-community transition programs (CCTP) portion of their camp orders.	Probation/ JCHS / DMH/ LACOE	Camp assessment MDT / case planning protocols being developed Sep. 2009
11	Integrate the camp-to-community transition programs of the Probation Department and LACOE (Assembly Bill 825), and prepare and train all staff including DMH and educational service providers to produce "meaningful" transitional plans that include: (a) strength-based assessments of youth educational and employment needs; (b) identification of needed community linkages and/or employment resources; (c) admission and/or re-enrollment into an appropriate educational pathway; (d) use of a "family conferencing" model; and (e) safe and positive community and living arrangements.	Probation/ JCHS/DMH/ LACOE	Camp Holton pilot MDT completed; LACOE & LAUSD staff trained; Probation staff to be trained by October 2009
12	Establish a comprehensive assessment center in which Probation, DMH and LACOE staff or contractors (a) conduct comprehensive assessments of criminogenic, educational, health, mental health, and parenting needs of youth ordered to camp and (b) develop initial case plans – including ILPs or IEPs for educational services – that are customized to address student needs and responsivity issues.	Probation/ JCHS/DMH/ LACOE	Underway (part of YOBG implementation) Sep. 2009
13	Develop process and assign responsibility for shadowing, mentoring, counseling, and tracking youth during and after their stays in juvenile halls and camps.	Probation/ CBOs	Underway Oct. 2009
14	Utilize the new Dashboard Reporting System and Quality Assurances Services (QAS) staff and processes to help ensure that all youth in juvenile halls and camps receive (a) appropriate assessments of their criminogenic, health, mental health, and educational needs; (b) integrated case plans in a timely manner; and (c) treatment, education, and supervision services identified in their respective case plans.	Probation	Underway with initial reports in Oct. 2009

☐ Fully Implemented
 ☐ Underway – Anticipate implementation during next reporting quarter
 ☐ Underway
 ☐ Not yet implemented



No.	Report Section/Recommendation	Responsibility	Status and Target Date
15	Replicate the electronic data exchange (EDE) process/system which was recently implemented between LACOE and LAUSD, among other school districts within the County and the juvenile halls and camps to ensure timely transfer of school records both to and from juvenile camps and schools in the community. Explore expansion of the system to include tracking of educational performance after youth return from juvenile halls and camps to community schools to determine whether EBP treatment and educational services are successful over the long run.	Probation/ LACOE/ Research Adv. Committee	Pending LACOE implementation of new Student Information System (SIS) in Oct. 2009
16	Contract with educational consultants to help probation officers in the area offices assist youth receive services (including special education), ensure immediate enrollment upon release from camp, provide immediate assistance for suspended or expelled youth, and provide related training to area office staff.	Probation/ CEO	Function being performed by LACOE Transition Counselors and school district counselors
17	Develop and implement a process for the Camp Assessment Unit to provide feedback to LACOE and applicable school districts regarding the results of comprehensive assessments of youth detained in juvenile hall or ordered to camp, so such organizations can reexamine and improve their own processes for assessing the health, mental, health and educational needs (including specific learning disabilities and other special education needs) of their students.	Probation/ LACOE	MDT protocols being developed by Sep. 2009
<b>III. Instructional Program, Delivery and Materials</b>			
18	Provide all students with access to four instructional pathways leading either to a high school diploma, a GED certificate, a vocational education certificate, and/or college preparation.	LACOE	Underway May 2010
19	Redesign the JCS curriculum to capitalize on integrated use of instructional minutes. Deliver the instructional program in a comprehensive, coordinated, collaborative way to more effectively use the school day as well as after school/weekend hours.	LACOE/ Probation	JCS curriculum redesign completed; 9/12 being piloted at Camp Munz; 11/12 being piloted at Camp Gonzales
20	Implement a plan to coordinate camp curriculum, the use of instructional materials and resources so that youth transferring from site to site do not miss instruction and are able to experience continuity to their instructional program. Reduce the amount of student instructional time lost due to interruptions, missing class, arriving late, or being removed from class due to behavior problems and attending medical, dental, and court appointments; and other reasons as determined by Probation.	Probation/ LACOE	Underway Sep. 2009
21	Train teachers in developing and delivering thematic, collaborative, project- and problem-based, experiential types of lessons.	LACOE	May 2010

☒ Fully Implemented
 ☐ Underway – Anticipate implementation during next reporting quarter
 ☐ Underway
 ☐ Not yet implemented



No.	Report Section/Recommendation	Responsibility	Status and Target Date
22	Develop budget proposals to pilot several new instructional delivery models in the juvenile halls and camps as well as in the community, specifically: <ul style="list-style-type: none"> <li>Establishing pilot charter schools at two camps – one dependent charter school for girls and one independent charter school for boys.</li> <li>Partnering with neighborhood public schools to create a place for youth returning from juvenile camps to continue in a consistent instructional environment.</li> <li>Partnering with one or more of the 40 WorkSource/One-Stop Centers throughout Los Angeles County to provide CTE/VE in conjunction with academic and pre-apprenticeship programs in camps and apprenticeships and/or jobs in the community.</li> </ul>	Probation/ CEO/LACOE	Dependent charter school planning pending resolution of LACOE- LACEA issues with CTA Dec. 2009; discussions underway with Workforce Investment Boards
<b>IV. Special Education</b>			
23	Ensure that the educational service providers are providing a full continuum of services and placements (i.e., resource specialists, special day classes, etc.) required under State law and based on an Individual Educational Program, regardless of whether or not youth attended a public school before they were detained, ordered to camp, or released into the community. For pupils who require a non-public school placement, the Juvenile Court should be made aware of that and take it into account in sentencing the youth.	LACOE	Established special day classes in camps
24	Ensure that educational service providers are appropriately supporting special education students with behavioral problems by (a) conducting functional analysis assessments as required by law and (b) developing positive behavioral intervention plans consistent with the Hughes Bill. Emphasize the importance of keeping these youth in their high schools (rather than referring them out) and having counseling conference between school officials and parents/caregivers (rather than through probation officers) wherever possible.	LACOE	Underway Sep. 2009
25	Train probation officers both in camps and the community on special education and how to advocate for youth with IEPs, where necessary, so educational service providers can improve matching special education students with appropriate services before they enter juvenile halls and camps and when they transition back to the community.	Probation/ CBOs	Pending parent education materials June 2010
<b>V. Programming for After School Hours and Weekends</b>			
26	Restructure camp and classroom schedules so there is more time for (a) individual program treatment; (b) homework, tutoring, and educational enrichment; and (c) other activities (aligned with youths' individual case plans) before or after class and on weekends.	Probation/ LACOE	Underway Sep. 2009
<b>VI. Educational Facilities, Classroom Space, Staffing and Funding</b>			
27	Maximize utilization of existing dedicated classroom space, including space currently being used for LACOE storage, as appropriate. Assess specific needs for additional classroom space by site and develop an implementation plan.	Probation/ LACOE/CEO	June 2010



Fully Implemented



Underway – Anticipate implementation during next reporting quarter



Underway



Not yet implemented



No.	Report Section/Recommendation	Responsibility	Status and Target Date
28	Utilize CEO/DPW report on camp reconfiguration to identify opportunities for establishing vocational education shops in juvenile camps; develop budget proposals to develop such space.	Probation/ LACOE / CEO	CEO/DPW report pending; CTE proposal is ready
29	Establish standards for the quantity and quality of instructional materials, equipment and technology in each classroom. Establish a capital budget to fund implementation over a three-year period.	LACOE	LACOE uses Board-adopted text books and instructional material in compliance with State standards. Capital budget by Sep. 2009
30	Develop an educational staffing plan to ensure that there are adequate numbers of teaching, special education, assessment, counseling, and psychologist staff to meet the needs of youth in the juvenile halls and camps.	LACOE	Sep. 2009
31	Develop and implement a training plan to ensure that all LACOE instructional staff are appropriately trained in evidence-based practices (EBP) principles and staff skills, such as Core Correctional Practices and Motivational Interviewing.	Probation/ LACOE	CCP/MI course outlines provided 3/24/09; LACOE training calendar to be developed by May 2009; training in 2009-10 school year
32	Develop a three-year financial plan of revenues and expenditures for educational services in the juvenile halls and camps. Ensure adequate funding levels to support LACOE's implementation of the three-year plan.	LACOE	Sep. 2009
33	Seek State legislation to revamp the current JCS funding model, which is based on average daily attendance (ADA), to one that (a) is based on a residential service delivery model, (b) reflects the locations of the juvenile halls and camps throughout the County, and (c) fully funds educational services, particularly special education services, that students are legally entitled to receive.	LACOE/ Probation	Underway June 2010
<b>VII. Quality Assurance and Program Evaluation</b>			
34	Utilize the four (4) educational outcomes and eight (8) educational performance indicators proposed by the Probation Department for approval by the Board of Supervisors as the starting point for evaluating educational programs and contracts with educational service providers (not teachers). Expect these indicators to change over time based on lessons learned, and actively seek advice from the best researchers in Los Angeles County and beyond to help "grow" the performance measurement system quickly.	Probation/ LACOE/ Academic Adv. Committee	Underway with initial reports in Oct. 2009
35	Amend the Probation Department's memorandum of understanding with LACOE and any existing and future contracts with educational service providers to require monthly or quarterly reporting of the prescribed educational outcomes and performance indicators.	Probation / LACOE	MOU Executed 7/14/08

☐ Fully Implemented
 ☐ Underway – Anticipate implementation during next reporting quarter
 ☐ Underway
 ☐ Not yet implemented